

OFFICE OF COMMUNICATIONS
I.G. SURVEY REPORT

E X T R A C T

"VII. ORGANIZATION AND MANAGEMENT

"B. Management of the Office of Communications

"2. Personnel

"a. The grade structure of the O/C compared to that authorized for other Agency units is inequitable. While it is impossible to draw true comparisons between technical responsibilities prevailing in the O/C and the substantive responsibilities in other offices, there are, nevertheless, certain factors common to both. Among these factors are the total numbers of employees to be supervised, responsibility for the operation of foreign [redacted] installations, necessity for conducting training programs, and other such factors not directly related to the technical responsibilities involved. These factors must be considered in establishing a grade structure for an office, particularly when applied to the senior supervisory, planning and operating positions.

"d. The O/C is authorized the largest ceiling for staff employees of any comparable Agency unit, including DD/P area divisions, and in total personnel authorizations is exceeded only by FE, DD/P. It is responsible for staffing approximately [redacted] separate world-wide installations, providing technical logistical support to its seven Field communication activities (and through them to all its stations) and conducts its own technical training program. It is forced to compete with commercial recruitment programs to retain and increase its numbers of qualified technical personnel. Yet, of 11 units in the DD/S area, only two, Audit and Management Staff, have fewer individuals serving in "super graded" positions. The O/C has been authorized two super grade positions by DCI action, while the Office of Personnel and the Comptroller each have four super grades on duty. While size is not the sole determining factor, it is interesting to note that only one of the other four offices is even half as large as the O/C. Few of these ^{are} confronted with as many of the factors described above as is the O/C. This basic inequity in grades is reflected throughout the entire organization. The average grade of a CIA employee is 8.8, while

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the average O/C grade is 8.1. Within the DD/S area typical average grades in major components run from 8.8 in the Office of Training to 7.1 in the Office of Logistics.

"e. This survey does not purport to substitute for a Wage and Classification survey of the O/C positions. However, there is sufficient justification and evidence to question the validity of the current O/C grade structure. It is recognized that the current grades authorized communications personnel in the O/C may compare favorably to over-all Government grade levels for similar activity. However, it is believed that the unusual requirements of security and overseas service inherent in the communications activities of this Agency preclude arbitrary grade classification on a comparative basis. The O/C has historically operated on conservative personnel policies and may itself have contributed to its present position by failing to compensate its personnel on a scale commensurate with the Agency level. The results of this conservatism were noted even at the clerical and minor administrative level, and unless corrected by reclassification action will soon work to the prejudice of O/C.

It is recommended that:

"(1) The DD/S consider the establishment of additional super graded positions for the O/C commensurate with the levels established for other Agency components and based on equivalent responsibilities.

"(2) The DD/S direct the Director of Personnel to conduct classification and wage review of all positions in O/C giving due weight to the common factors mentioned above and including cognizance of the difficulties involved in the recruitment of the technical specialists necessary for communications activities.

"(3) This classification and wage review be conducted to include technical positions in O/C, e.g., administrative, secretarial and clerical, not only on the basis of work performed, but with due recognition to a comparison with similar positions in other Agency components."

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